

STATE OF CALIFORNIA  
**Budget Change Proposal - Cover Sheet**  
DF-46 (REV 07/17)

Fiscal Year FY 2018-19	Business Unit 5180	Department Social Services	Priority No. CDSS – 005
Budget Request Name 5180-005-BCP-2018-GB		Program 4275 Social Services And Licensing	Subprogram 4275019 Children & Adult Services and Licensing

Budget Request Description  
Child Welfare Services Case Reviews Oversight Assistance

Budget Request Summary

The California Department of Social Services requests additional resources to address workload associated with service and to increase safety, permanency, and well-being outcomes for children and families with the probation, foster care, and child welfare system.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No.                      Project Approval Document:                      Approval Date:

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

**Department of Finance Use Only**

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

PPBA LIA MOORE	Date submitted to the Legislature JAN 10, 2018
-------------------	---

# BCP Fiscal Detail Sheet

BCP Title: Foster Care Program and Service Gaps

BR Name: 5180-005-BCP-2018-GB

## Budget Request Summary

FY18

	CY	BY	BY+1	BY+2	BY+3	BY+4
Personal Services						
Positions - Permanent	0.0	9.0	9.0	9.0	9.0	9.0
<b>Total Positions</b>	<b>0.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
Salaries and Wages						
Earnings - Permanent	0	581	581	581	581	581
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>
Total Staff Benefits	0	321	321	321	321	321
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>
Operating Expenses and Equipment						
5301 - General Expense	0	42	11	11	11	11
5302 - Printing	0	3	3	3	3	3
5304 - Communications	0	8	8	8	8	8
5306 - Postage	0	1	1	1	1	1
5320 - Travel: In-State	0	20	20	20	20	20
5322 - Training	0	2	2	2	2	2
5324 - Facilities Operation	0	110	70	70	70	70
5344 - Consolidated Data Centers	0	16	16	16	16	16
5346 - Information Technology	0	27	27	27	27	27
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$229</b>	<b>\$158</b>	<b>\$158</b>	<b>\$158</b>	<b>\$158</b>
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$1,131</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>

## Fund Summary

Fund Source - State Operations

0001 - General Fund	0	247	231	231	231	231
0803 - State Childrens Trust Fund	0	12	11	11	11	11
0890 - Federal Trust Fund	0	176	165	165	165	165
0995 - Reimbursements	0	696	653	653	653	653
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$1,131</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$1,131</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>

## Program Summary

Program Funding

4270019 - Other Assistance Payments	0	350	328	328	328	328
4275019 - Children and Adult Services and Licensing	0	781	732	732	732	732
<b>Total All Programs</b>	<b>\$0</b>	<b>\$1,131</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>	<b>\$1,060</b>

# Analysis of a Problem

BCP Title: Foster Care Program and Service Gaps

BR Name: 5180-005-BCP-2018-GB

## Personal Services Details

### Salary Information

Positions	Min	Max	<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>
4800 - Staff Svcs Mgr I (Eff. 07-01-2018)	5,689	7,068	0.0	1.0	1.0	1.0	1.0	1.0
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2018)	4,784	6,168	0.0	8.0	8.0	8.0	8.0	8.0
<b>Total Positions</b>			<b>0.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

Salaries and Wages	<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<u>BY+2</u>	<u>BY+3</u>	<u>BY+4</u>
4800 - Staff Svcs Mgr I (Eff. 07-01-2018)	0	75	75	75	75	75
5393 - Assoc Govtl Program Analyst (Eff. 07-01-2018)	0	506	506	506	506	506
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>	<b>\$581</b>

Staff Benefits						
5150150 - Dental Insurance	0	3	3	3	3	3
5150200 - Disability Leave - Industrial	0	1	1	1	1	1
5150210 - Disability Leave - Nonindustrial	0	1	1	1	1	1
5150350 - Health Insurance	0	45	45	45	45	45
5150450 - Medicare Taxation	0	9	9	9	9	9
5150500 - OASDI	0	36	36	36	36	36
5150600 - Retirement - General	0	165	165	165	165	165
5150800 - Workers' Compensation	0	3	3	3	3	3
5150900 - Staff Benefits - Other	0	58	58	58	58	58
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$321</b>	<b>\$321</b>	<b>\$321</b>	<b>\$321</b>	<b>\$321</b>
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>	<b>\$902</b>



## Analysis of a Problem

### A. Budget Request Summary

In assessing the child welfare programs through the implementation of the Continuum of Care Reform and legislation that builds upon years of policy changes to improve outcomes for youth in foster care, the California Department of Social Services (CDSS) requests eight (8.0) AGPA positions and one (1.0) SSM I to increase safety, permanency, and well-being outcomes for children and families in the foster care program. The requested resources will allow the department to provide additional services in the following:

- Resources (3.0 positions and funding) requested are to provide increased coordination with and provide technical assistance to counties to develop or improve county mental and physical health services for vulnerable children ages 0-5 and their families; and
- Resources requested require reimbursement authority and position authority with no new General Fund required to obtain the additional positions (5.0 AGPA and 1.0 SSMI) for CDSS to conduct required qualitative case reviews for rural<sup>1</sup> child welfare and probation agencies who have been unable to conduct their own reviews.

### B. Background/History

In the CDSS's implementation of the Continuum of Care Reform, a Continuous Quality Improvement (CQI) framework has been utilized to evaluate how the organization works and ways to improve its processes and services to the public. CQI is a process of program evaluation that looks for root causes that lead to the identification of needs, as well as developing a specific plan for addressing those needs. Through this process we have identified the following needs in our program:

- Under the required federal Child and Family Service Review (CFSR), the population of children ages 0-5 has been identified as underserved in targeted mental health services. New federal requirements under the Comprehensive Addiction and Recovery Act of 2016, require the state to apply policies and procedures to identify, facilitate access to services, and monitor plans of safe care for infants born affected by substance abuse symptoms, withdrawal symptoms, or a Fetal Alcohol Spectrum Disorder and their affected family or caregiver.
- Under the federally mandated CFSR qualitative Case Review process, a number of small rural counties have struggled to meet the mandate and have requested state assistance to comply with the federal regulations. These counties are identified based on their child welfare and probation populations as being required to conduct 20 or fewer cases annually.

### C. State Level Considerations

CFSD's proposal is consistent with the federal and state<sup>2</sup> CFSR, AB 592 (2015)<sup>3</sup> and AB 403 (2015)<sup>4</sup>, known as the Continuum of Care Reform. These mandates provide the statutory and policy framework to ensure services and supports provided to the child, youth, non-minor dependent and/or his/her family are tailored to the ultimate goal of maintaining a stable, permanent family and to address safety, permanency and well-being outcomes. New resources will ensure the state and counties are compliant with requirements to guarantee continued receipt of federal Title IV-E funds and will minimize the impact to the Child Welfare System by avoiding potential federal penalties up to \$17.8 million annually.

### D. Justification

Within the Resources Development and Training Support Bureau, three (3.0) AGPA positions are required to build capacity in counties for timely and quality mental health services for children 0-5 for an increase in safety, permanency and well-being outcomes. Additional resources will allow the department to provide increased technical assistance to counties in an effort to reduce the percentage

<sup>1</sup> Counties with child welfare and probation populations no greater than 299 open child welfare cases, constituting 20 or fewer case reviews annually

<sup>2</sup> WIC 10601.2

<sup>3</sup> Chapter 215

<sup>4</sup> Chapter 773, Statutes of 2015



## Analysis of a Problem

of children (0-5) who are in foster care longer than 24 months from the current state performance of 40% to the federal standard of 30.3%. An additional goal is to reduce the child infant mortality rate within this age group of children, which is currently 3 times that of any other age group of children. Please see Attachment 1 - Workload Analysis 1 for detailed activities related to these positions.

Within the Outcomes and Accountability Bureau, five (5.0) AGPAs and one (1.0) SSM I positions are required to conduct qualitative case reviews for rural<sup>5</sup> counties that have requested the CDSS perform the reviews due to their inability to adequately staff for this federally mandated activity. This resource requires reimbursement and permanent position authority. Please see Attachment 2 - Workload Analysis 2 for detailed activities related to these positions.

### E. Outcomes and Accountability

This resource request will have the following effects:

- State coordination and technical assistance provided to counties concerning children ages 0-5 will have the following results:
  - Expenditure of targeted physical and mental health services to children in this age group, and their families.
  - Reduction of the child fatality and near fatality rates of children in this age group. This will be reported annually in the Child Fatality and Near Fatality Report.
  - Reduction in the length of stay in foster care. This will be reported in the Annual Program and Services Report.
- Case reviews are utilized to monitor county performance and measure improvements related to the federal outcome indicators. The case reviews within the small rural<sup>6</sup> counties will comply with the federal CFSR mandate within one fiscal year by doing the following:

- Ensuring the required number of county case reviews are completed each quarter, based upon state methodology.

Reporting identified areas of practice needing improvement back to the counties in order for them to include these findings in their CFSR reports, such as the County Self-Assessment and System Improvement Plan. The ability to complete the case reviews statewide will bring the state into compliance with the federal CFSR finding that California is not meeting the standard for child welfare quality assurance. This is a requirement of our Program Improvement Plan with the Administration for Children and Families.

---

<sup>5</sup> Counties with a child welfare and probation populations no greater than 299 open child welfare cases, constituting 20 or fewer case reviews annually

<sup>6</sup> Counties with a child welfare and probation populations no greater than 299 open child welfare cases, constituting 20 or fewer case reviews annually

## Analysis of a Problem

### Analysis of All Feasible Alternatives

#### Alternative 1: Establish the requested 8.0 AGPAs and 1.0 SSM I

##### Pros:

- Meeting the CFSR goals by the conclusion of the three-year federal Program Improvement Plan period.
  - Increase coordination of the mental health service array for children ages 0-5
  - Full implementation of the qualitative case reviews process
  - Improving foster care outcomes around safety, permanency and well-being
  - Bringing the state into compliance with the CFSR requirement for quality assurance

##### Cons:

- Negative impact to the general fund
- Increase in state staff

#### Alternative 2: Establish 10.0 AGPAs, 2.0 SSM I, 1.0 SSM II and 1.0 OT

##### Pros:

- Meeting the CFSR goals within the first two years of the three-year federal Program Improvement Plan, reducing reporting requirements to the federal Administration for Children and Families.
  - Increase coordination of the mental health service array for children ages 0-5
  - Increase accountability structure by developing a full case review bureau to ensure full implementation within the first year of the Program Improvement Plan. Additionally, the bureau structure will increase the ability to conduct qualitative Case Reviews in rural counties and increase monitoring of required reviews for all counties, including development of policy and program criteria thus increase the collaboration within the Division for continuous quality improvement
  - Improve foster care outcomes around safety, permanency and well-being

##### Cons:

- Alternative B increases the negative impact to the general fund by requesting additional positions
- Significant increase in state staff

#### Alternative 3: Take No Action (Status Quo)

##### Pros:

- No additional state operations cost
- No increase in state staff

##### Cons:

- Inability to focus on the mental health service array for the most vulnerable population (0-5) in foster care
- Inability to comply with CFSR goals and as a result will accrue fiscal penalties in the amount of \$17.8 million annually.

## F. Implementation Plan

Starting July 1, 2017, CDSS began hiring for 5.0 AGPA and 1.0 SSM I for the qualitative Case Reviews in order to make improvements by July 2019 in accordance with the Program Improvement Plan agreed to with the federal government. The department will be monitoring costs incurred from Sept 2017 through June 30, 2018 to determine whether they can be absorbed or not. Hired staff will go through the federal case review certification process over a period of six months, including attending an intensive four-day training to develop an understanding of the required case review instrument. Once certified, by approximately March 2018, case review staff will begin work and provide ongoing case



## Analysis of a Problem

review support to the rural<sup>7</sup> counties. Hired staff will develop policy and procedures, specific to the new unit, leading to full implementation of qualitative case reviews in identified counties to comply with Child and Family Services Review Program Improvement Plan.

The remaining resources are requested beginning July 1<sup>st</sup> 2018. Hiring will start immediately upon the resources receipt: once hired, 3.0 AGPAs will undergo immediate on-the-job training regarding policy and program development. We anticipate providing training and technical assistance to counties within six months. This engagement targeting the 0-5 age range of children in foster care and their affected caregivers would be an ongoing activity with constant improvement and best implementation practices.

### **G. Supplemental Information**

None.

### **H. Recommendation**

Approve alternative 1 for nine (8.0) AGPAs and one (1.0) SSM I to comply with the intent of Continuum of Care Reform, Continuous Quality Improvement and federal requirements within California Child and Family Services Review in order to improve safety, permanency and well-being outcomes for children and families within the probation foster care and child welfare system.

---

<sup>7</sup> Counties with child welfare and probation populations no greater than 299 open child welfare cases, constituting 20 or fewer case reviews annually

**WORKLOAD ANALYSIS 1 for FISCAL YEAR 2018-2019****CHILDREN AND FAMILY SERVICES DIVISION**

Child Protection and Family Support Branch-Resources Development and Training Support Bureau

Child Welfare Services Case Reviews Oversight Assistance

**3.0 Associate Governmental Program Analysts**

<b>TASK I.D. #</b>	<b>ACTIVITY / TASK NAME DESCRIPTION</b>	<b>UNITS</b>	<b>HOURS /UNITS</b>	<b>BASIS FOR WORK-LOAD</b>	<b>TOTAL HOURS</b>	<b>STAFF BEING REQUESTED</b>
100	For children ages 0-5 provide consultation and guidance to county child welfare programs on the implementation and maintenance of policies for integrated child welfare and mental health delivery systems at the state, county and community levels	12	192	Based on similar work performed in the CFSD by AGPA staff	2304	AGPA
101	Interface with and provide updated 0-5 Child and Family Team CWS/CMS data for purposes of tracking, budgeting and developing policy around county data review statewide	12	38	Based on similar work performed in the CFSD by AGPA staff	456	AGPA
102	Research and identify gaps and needs in policy specific to the needs of children ages 0-5. Propose, develop and present new child welfare systems policy, procedures, tracking tools, forms and project management tools to enhance statewide implementation of mental health programs for children ages 0-5	12	38	Based on similar work performed in the CFSD by AGPA staff	456	AGPA
103	Collaborate efforts to bridge coordination with Child Welfare, partners and internal stakeholders such as: • Department of Health Care Services • Department of Public Health • Office of Child Abuse Prevention and Family Engagement and Empowerment Division	12	38	Based on similar work performed in the CFSD by AGPA staff	456	AGPA
104	Research and respond to county technical assistance questions and program related questions	12	31	Based on similar work performed in the CFSD by AGPA staff	372	AGPA
105	Develop and disseminate ongoing policy/instructions and tasks associated with new policy and/or statute changes which includes ACLs/ACINs	6	99	Based on similar work performed in the CFSD by AGPA staff	594	AGPA
106	Prepare for and attend Unit, Bureau and Branch staff meetings related to the public social services for children, youth and families	12	21	Based on similar work performed in the CFSD by AGPA staff	252	AGPA
107	Perform various administrative functions	4	120	Based on similar work performed in the CFSD by AGPA staff	480	AGPA
<b>TOTAL</b>					<b>5370</b>	<b>3 AGPAs</b>

PE (Total Hours / 1778)

Total Hours    PE    Classification  
5,370    3.0    Associate Governmental Program Analyst



**WORKLOAD ANALYSIS 2 for FISCAL YEAR 2018-2019****CHILDREN AND FAMILY SERVICES DIVISION**

Children's Services Operations and Evaluation Branch – Outcomes and Accountability Bureau

Child Welfare Services Case Reviews Oversight Assistance

5.0 Associate Governmental Program Analysts

<b>TASK I.D. #</b>	<b>ACTIVITY / TASK NAME DESCRIPTION</b>	<b>UNITS</b>	<b>HOURS /UNITS</b>	<b>BASIS FOR WORK-LOAD</b>	<b>TOTAL HOURS</b>	<b>STAFF BEING REQUESTED</b>
100	Review case worker documentation in CWS/CMS	140	12.0	Based on current workload experience	1,680	AGPA
101	Coordinate logistics and conduct interviews with key case participants	140	12.0	Based on current workload experience	1,680	AGPA
102	Travel to counties to conduct onsite case reviews	280	8	Based on current workload experience	2,240	AGPA
103	Compile case review findings and enter documentation into Federal Online Monitoring System	140	15	Based on current workload experience	2,100	AGPA
104	Review online documentation in the Federal Online Monitoring System to provide continuous quality improvement evaluation findings to counties	48	4	Based on current workload experience	192	AGPA
105	Provide continuing education training to county reviewers	12	4	Based on current workload experience	48	AGPA
106	Research and provide case review technical assistance to county staff	128	8	Based on current workload experience	1,024	AGPA
107	Conduct quality assurance reviews with county staff	116	4	Based on current workload experience	464	AGPA
108	Create and modify policies and procedures for county and state level quality assurance functions	12	16	Based on current workload experience	192	AGPA
109	Prepare reports for state-level continuous quality improvement using Online Management System information	24	2	Based on current workload experience	48	AGPA
<b>TOTAL</b>					<b>9,668</b>	<b>3 AGPAs</b>

PE (Total Hours / 1778)

Total Hours    PE    Classification  
9,668    5.4    Associate Governmental Program Analyst

**WORKLOAD ANALYSIS 2 for FISCAL YEAR 2018-2019****CHILDREN AND FAMILY SERVICES DIVISION**

Children's Services Operations and Evaluation Branch – Outcomes and Accountability Bureau

Child Welfare Services Case Reviews Oversight Assistance

1.0 Staff Services Manager I

TASK I.D. #	ACTIVITY / TASK NAME DESCRIPTION	UNITS	HOURS /UNITS	BASIS FOR WORK-LOAD	TOTAL HOURS	STAFF BEING REQUESTED
100	Supervise unit staff, which includes: • plan and establish unit goals, priorities and objectives • develop staff work plans • monitor staff in achievement of goals and objectives	24	38	Based on current workload experience	912	SSM I
101	Travel to counties	48	8	Based on current workload experience	384	SSM I
102	Conduct quality assurance reviews with county staff	12	4	Based on current workload experience	48	SSM I
103	Conduct unit staff meetings and individual personnel meetings	262	1	Based on current workload experience	262	SSM I
104	Hire staff and complete probationary and annual performance reviews	10	20	Based on current workload experience	200	SSM I
105	Prepare reports regarding case review outcomes for Children and Family Services Division	2	20	Based on current workload experience	40	SSM I
TOTAL					1,846	1 SSM I

PE (Total Hours / 1778)

<u>Total Hours</u>	<u>PE</u>	<u>Classification</u>
1,846.00	1.0	Staff Services Manager I



DEPARTMENT OF SOCIAL SERVICES  
CHILDREN AND FAMILY SERVICES DIVISION

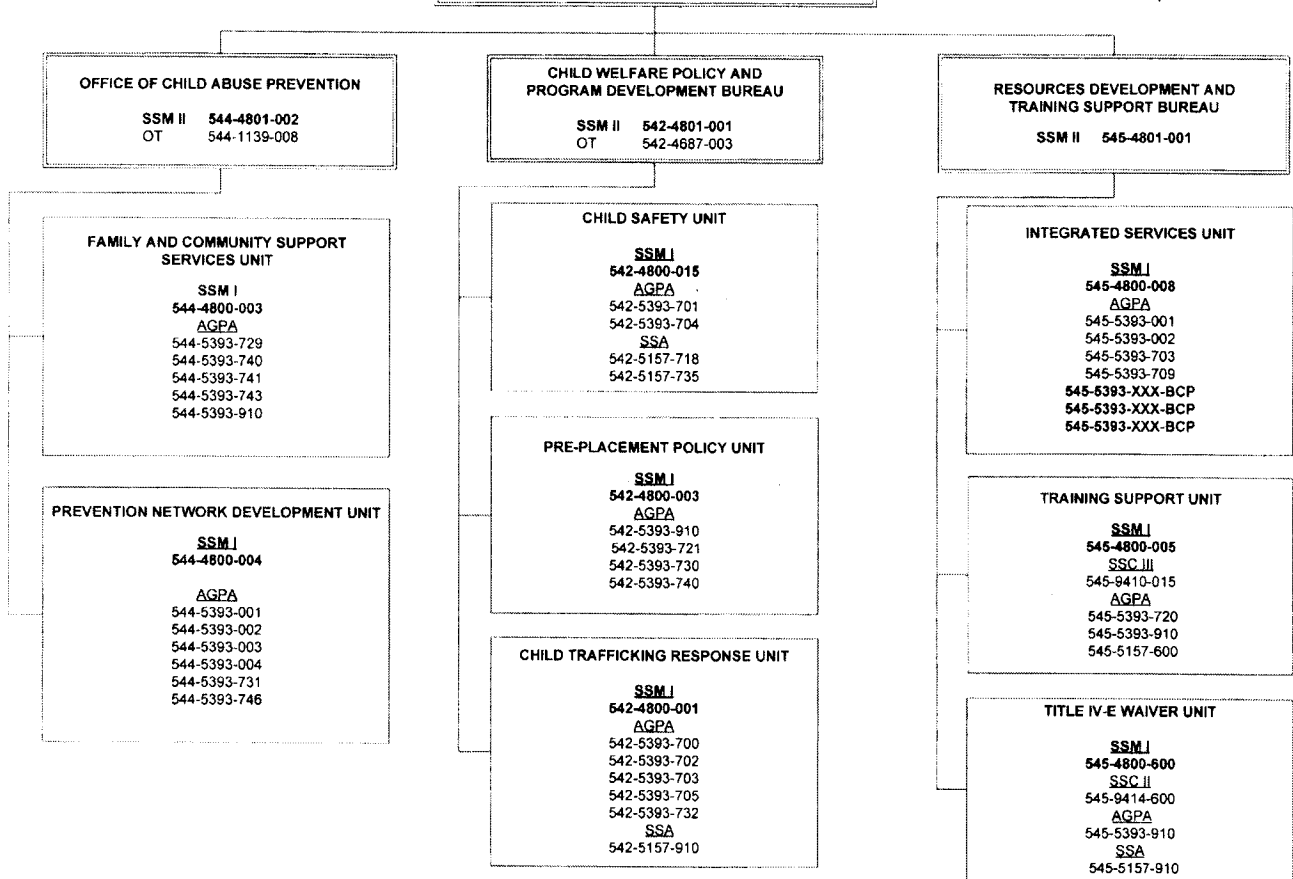
PROPOSED

CHILD PROTECTION AND FAMILY SUPPORT  
BRANCH

CEA (A) 540-7500-001  
Secretary 540-1176-001

Approved: \_\_\_\_\_

Branch Chief



DEPARTMENT OF SOCIAL SERVICES  
CHILDREN AND FAMILY SERVICES DIVISION  
JULY 2017

PROPOSED

CHILDREN'S SERVICES OPERATIONS  
AND EVALUATION BRANCH

CEA A 520-7500-001  
OT 520-1139-001

Approved: \_\_\_\_\_

Branch Chief

OUTCOMES AND ACCOUNTABILITY  
BUREAU PERFORMANCE AND PROGRAM  
IMPROVEMENT UNIT

SSM III 519-4802-001  
SSM II 519-4801-001  
RPS II (G) 519-5758-002  
RPS II (G) 519-5758-003  
RA 519-5731-001  
AGPA 519-5393-910

CHILDREN'S SERVICES OPERATIONS BUREAU

SSM II 522-4801-001  
SSM I (SP) 522-4800-008  
AGPA 522-5393-910  
OT 522-1139-745

CFSR CASE REVIEW UNIT 1

SSM I 519-4800-006  
RPS I 519-5742-001  
AGPA 519-5393-910  
AGPA 519-5393-715  
AGPA 519-5393-717  
AGPA 519-5393-718  
AGPA 519-5393-719  
AGPA 519-5393-720  
OT 519-1139-002

OUTCOME UNIT 1

SSM I 519-4800-001  
AGPA 519-5393-704  
AGPA 519-5393-709  
AGPA 519-5393-710  
AGPA 519-5393-716  
AGPA 519-5393-721  
OT 519-1139-910  
SSA 519-1432-910

OUT OF STATE PLACEMENT  
POLICY UNIT

SSM I 522-4800-006  
AGPA 522-5393-705  
AGPA 522-5393-706  
SSA 522-5157-765  
SSA 522-5157-775

CRITICAL INCIDENT OVERSIGHT  
AND SUPPORT UNIT 1

SSM I 522-4800-007  
AGPA 522-5393-700  
AGPA 522-5393-707  
AGPA 522-5393-708  
AGPA 522-5393-709  
AGPA 522-5393-763

CRITICAL INCIDENT OVERSIGHT  
AND SUPPORT UNIT 1

SSM I 522-4800-010  
AGPA 522-5393-777  
AGPA 522-5393-776  
AGPA 522-5393-778  
SSA 522-5197-701

CFSR CASE REVIEW UNIT 2

SSM I 519-4800-BCP  
AGPA 519-5393-BCP  
AGPA 519-5393-BCP  
AGPA 519-5393-BCP  
AGPA 519-5393-BCP  
AGPA 519-5393-BCP

OUTCOME UNIT 1

SSM I 519-4800-002  
SSC III 519-9410-008  
SSC III 519-9410-010  
SSC III 519-9410-011  
AGPA 519-5393-701  
AGPA 519-5393-722